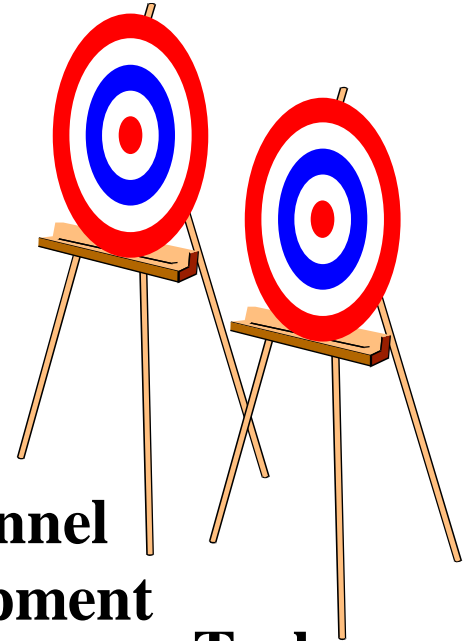


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Personnel Development and Management Process Area Goals



**ATB
Management**

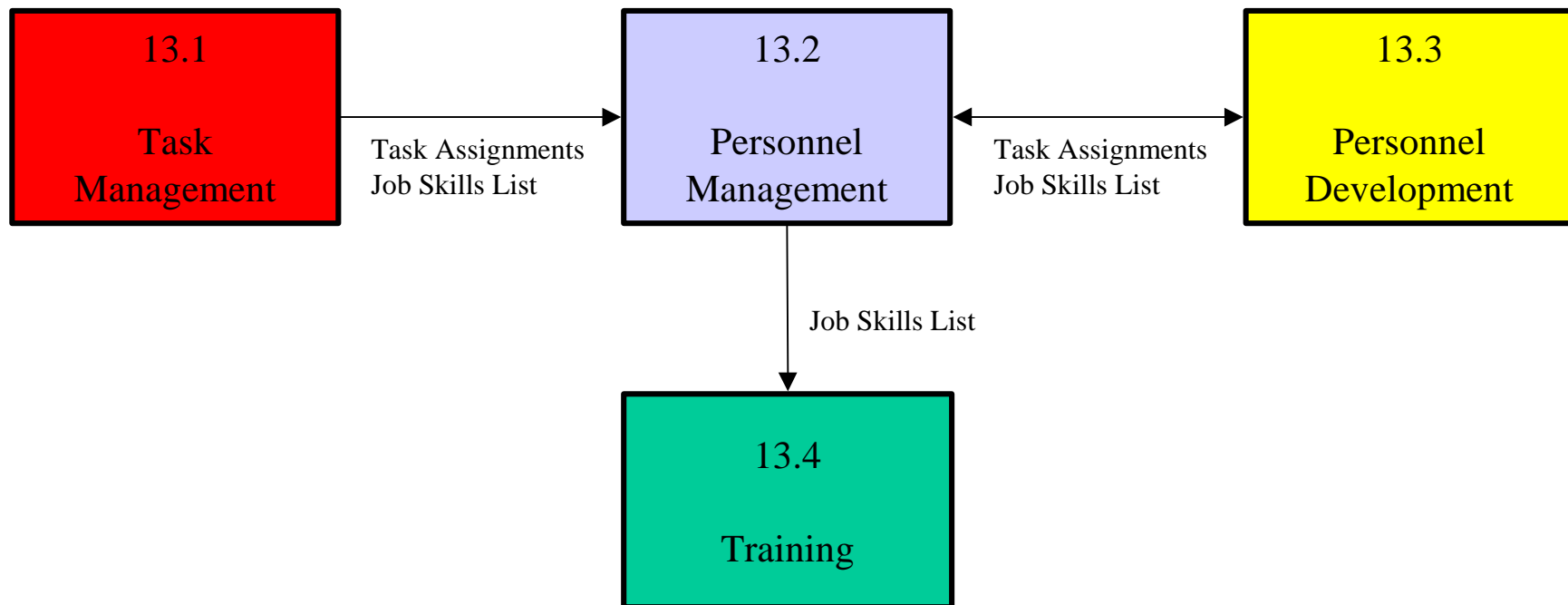


**Personnel
Development**

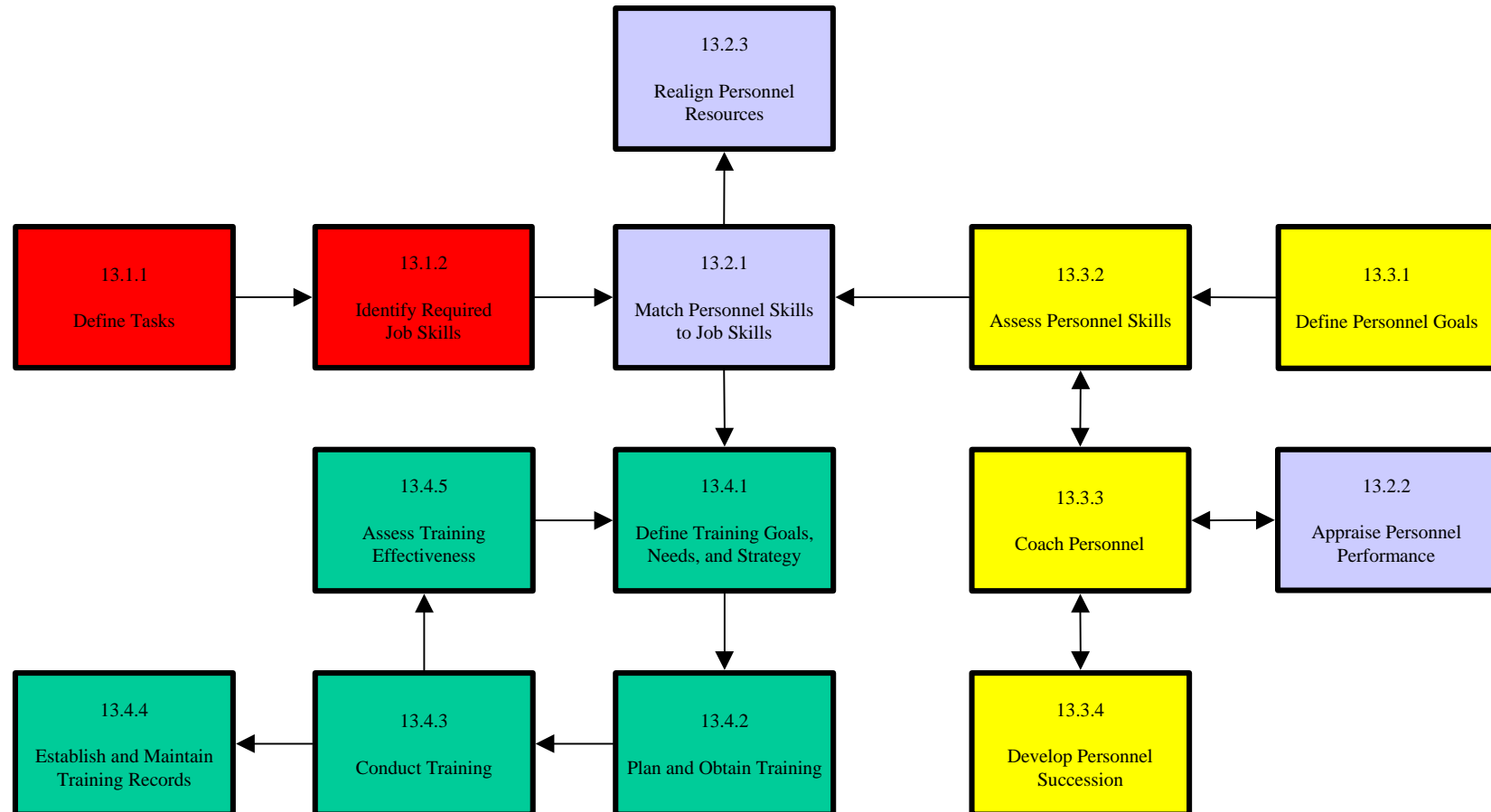
**Task
Performance**

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Personnel Development and Management Process Flow (1st Level)



Personnel Development and Management Process Flow (2nd Level)



Personnel Development and Management Sub-Processes

- **Task Management**
 - **Define Tasks**
 - **Identify Required Job Skills**

- **Training**
 - **Define Training Goals, Needs, and Strategy**
 - **Plan and Obtain Training**
 - **Conduct Training**
 - **Establish and Maintain Training Records**
 - **Assess Training Effectiveness**

Personnel Development and Management Sub-Processes (continued)

- **Personnel Management**
 - **Match Personnel Skills to Job Skills**
 - **Appraise Personnel Performance**
 - **Realign Personnel Resources**

- **Personnel Development**
 - **Define Personnel Goals**
 - **Assess Personnel Skills**
 - **Coach Personnel**
 - **Develop Personnel Succession**

13.0 Personnel Development and Management

<u>Previous Process:</u> N/A	<u>Purpose/Definition:</u> To manage the work efforts and develop the work skills of employees within the context of task performance.	<u>Next Process:</u> N/A
<u>Performing Agents:</u> Managers Employees	<u>Owner:</u> ATB	<u>Customers:</u> Managers Employees
<u>Input:</u> Task Statements	<u>Sub-Processes:</u> 13.1 Task Management 13.2 Personnel Management 13.3 Personnel Development 13.4 Training	<u>Output:</u> Task Assignments Job Skills List Performance Appraisals Development Plans Succession Plans Training Plans Training Records
<u>Metrics:</u> Training Courses Attendance Planned vs Actual Progress in Development Plans Planned vs Actual Progress in Succession Plans		<u>Reviews and Audits:</u> Peer Reviews QA Reviews
<u>Entry Criteria:</u> This process begins with the formation of an organization.	<u>Training/Tools/Handbooks/Policies:</u> 	<u>Exit Criteria:</u> This process ends with the termination of an organization.

13.1 Task Management

<u>Previous Process:</u> N/A	<u>Purpose/Definition:</u> To define tasks and the job skills necessary for task performance.	<u>Next Process:</u> 13.2 Personnel Management
<u>Performing Agents:</u> Managers	<u>Owner:</u> ATB	<u>Customers:</u> Managers
<u>Input:</u> Task Statements	<u>Sub-Processes:</u> 13.1.1 Define Tasks 13.1.2 Identify Required Job Skills	<u>Output:</u> Task Assignments Job Skills List
<u>Metrics:</u> N/A		<u>Reviews and Audits:</u> Peer Reviews QA Reviews
<u>Entry Criteria:</u> A task has been created.	<u>Training/Tools/Handbooks/Policies:</u> 	<u>Exit Criteria:</u> A task has been defined and the associated job skills identified.

13.2 Personnel Management

<u>Previous Process:</u> 13.1 Task Management	<u>Purpose/Definition:</u> To manage the work efforts of employees within the context of task performance.	<u>Next Process:</u> 13.3 Personnel Development 13.4 Training
<u>Performing Agents:</u> Managers	<u>Owner:</u> ATB	<u>Customers:</u> Managers Employees
<u>Input:</u> Task Assignments Job Skills List	<u>Sub-Processes:</u> 13.2.1 Match Personnel Skills to Job Skills 13.2.2 Appraise Personnel Performance 13.2.3 Realign Personnel Resources	<u>Output:</u> Task Assignments Job Skills List Performance Appraisals
<u>Metrics:</u> N/A		<u>Reviews and Audits:</u> Peer Reviews QA Reviews
<u>Entry Criteria:</u> A task has been defined and the associated job skills identified.	<u>Training/Tools/Handbooks/Policies:</u> 	<u>Exit Criteria:</u> This process ends with the termination of an organization.

13.3 Personnel Development

<u>Previous Process:</u> 13.2 Personnel Management	<u>Purpose/Definition:</u> To develop the work skills of employees within the context of task performance.	<u>Next Process:</u> N/A
<u>Performing Agents:</u> Managers Employees	<u>Owner:</u> ATB	<u>Customers:</u> Managers Employees
<u>Input:</u> Task Assignments Job Skills List Performance Appraisals	<u>Sub-Processes:</u> 13.3.1 Define Personnel Goals 13.3.2 Assess Personnel Skills 13.3.3 Coach Personnel 13.3.4 Develop Personnel Succession	<u>Output:</u> Development Plans Succession Plans
<u>Metrics:</u> Planned vs Actual Progress in Development Plans Planned vs Actual Progress in Succession Plans		<u>Reviews and Audits:</u> Peer Reviews QA Reviews
<u>Entry Criteria:</u> A task has been defined and the associated job skills identified.	<u>Training/Tools/Handbooks/Policies:</u>	<u>Exit Criteria:</u> This process ends with the termination of an organization.

13.4 Training

<u>Previous Process:</u> 13.2 Personnel Management	<u>Purpose/Definition:</u> To provide training to employees to build job skills needed for both current and future task assignments.	<u>Next Process:</u> N/A
<u>Performing Agents:</u> Managers Employees	<u>Owner:</u> ATB	<u>Customers:</u> Managers Employees
<u>Input:</u> Job Skills List	<u>Sub-Processes:</u> 13.4.1 Define Training Goals, Needs, and Strategy 13.4.2 Plan and Obtain Training 13.4.3 Conduct Training 13.4.4 Establish and Maintain Training Records 13.4.5 Assess Training Effectiveness	<u>Output:</u> Training Plans Training Records
<u>Metrics:</u> Training Courses Attendance		<u>Reviews and Audits:</u> Peer Reviews QA Reviews
<u>Entry Criteria:</u> A job skills list has been developed.	<u>Training/Tools/Handbooks/Policies:</u>	<u>Exit Criteria:</u> This process ends with the termination of an organization.